

FORCE—FIELD ANALYSIS OF ODP

A Study
for
ODP Management

April, 1983

DRIVING FORCES

Changing Technology

- Faster & cheaper computers associated technology
- Growing functionality & popularity of Personal Computers
- New packaged software for users, e.g.,
- Opportunity to exploit new technologies, e.g., cut-paper, graphics, document logging networked VM, etc.

RESTRAINING FORCES

Acceleration of Change

- Sense that technology is changing so rapidly that it might be best to wait and see where industry pioneers are going
- Rapidly changing operational environment: new buildings to service, staff moves, etc.

DRIVING FORCES

Large Systems Thrust

- Large systems development, like SAFE & CAMS, brings new skills & technology to ODP

Production status of new systems: CAMS, SAFE, 4C

- External pressures to meet production deadlines, e.g., CAMS, SAFE, LIMS, ACIS

RESTRAINING FORCES

Large Systems Drag

- Requirement to develop more applications with large systems approach without sufficient expertise to do so effectively
- Drain on ODP resources (esp. people) to support CAMS & SAFE
- Cancerous nature of CSPO organization on long-term health of ODP body
- No barrier exists to CAMS erosion of ODP resources

DRIVING FORCES

Management

- New Office Director's willingness to question current plans & operations
- Strong, aggressive senior managers with personal agendas
- Extraordinary decentralized decision making authority vested in Applications & Processing

RESTRAINING FORCES

Counterproductive Management

- Uncertainty about intent & loyalties of new Director
- Mgt's favored treatment of some components (e.g., stepchild feeling in OPS, ED, PD, & Training)
- Uncontrolled competing agendas among senior mgt wastes energy & resources, fosters intra-office rivalries, & causes organizational embarrassment.
- SPD's absolute monopoly of key resources & ability to control ODP services
- Lack of front office visibility/ involvement in decision making & resource commitment by components
- Limited use of extraordinary formal awards & recognition, motivated perhaps by fear of overlooking someone & by paperwork involved

DRIVING FORCES	RESTRAINING FORCES
Resources (Technical) →	Lack of Resources ←
<ul style="list-style-type: none">- Enormous central computing facilities with reserve capacity- Secure network of terminals & Data Access Centers to distribute computing power	<ul style="list-style-type: none">- Lack of resources to satisfy all (or even priority) requirements, esp. those generated by new responsibilities, e.g., OA/WP, - people, space, \$- Lack of budgetary & organizational flexibility that derives from being in ODA & from rigid internal organization
Resources (People) →	<ul style="list-style-type: none">- Loss of experienced personnel to other Agency components, e.g., OSO, OD&E, NPIC, just when ODP needs them the most- Incentive for "doing more with less" & taking increased responsibilities out of ODP's hide is waning. The well of creative ideas is running dry.

DRIVING FORCES	RESTRAINING FORCES
Resources (Reputation) →	← No Questioning Conventional Wisdom
<ul style="list-style-type: none">- General external perception of ODP as being staffed by intelligent, innovative computer experts with superb technical skills- Perception of ODP as "Land of Opportunity" attracts good people	<ul style="list-style-type: none">- Lack of an official collection & analysis mechanism for user feedback regarding services- Strong personalities occupying key power positions for extended periods can block & stifle questions
Resources (Experience) →	<ul style="list-style-type: none">- False sense of security about what we are doing & how we are doing it
<ul style="list-style-type: none">- Experience & expertise in installing, changing, & managing large computer facilities & in developing small to medium scale applications on central systems	

DRIVING FORCES

Resources (Attitudes)

- Organizational & personal pride in making contribution & satisfying real needs
- Success orientation: "can do" optimism of people

Nature of the Work

- The challenge & excitement of ADP work
- Drive to be in forefront of technology, one step ahead of ODP users
- Need for increased/improved security

RESTRAINING FORCES

Bad Public Relations

- Continued fear of computers by some users & ODP's failure to design systems to compensate for it
- Defensiveness resulting from negative visibility common to all utilities; good service taken for granted; users have no frame of reference to appreciate its value.
- Bottleneck caused by continued insistence on being absolute authorities on ADP, but not having the resources to do what's needed

DRIVING FORCES

New Authority/Responsibilities

- Increased authority to procure ADP equipment without external oversight
- Increased functional responsibility, e.g., OA/WP

ODP Initiatives

- Central Service Availability & Reliability Goals
- In-house developed services & facilities, e.g., AIM, Batchmon, HBWP
- Applications establishment of Information Center for "Do-It-Yourself" development

RESTRAINING FORCES

Lack of Goals/Plans

- No architect & no plan
- Lack of shared Office vision & goals to focus efforts
- Time & effort required for long-range & strategic planning & budgeting

MBO process

Environment/Working Conditions

- Physical separation of ODP components creates communication problems, artificial barriers, and org. tensions
- Noisy, crowded, cold/hot working environments

DRIVING FORCES

Agency/User Trends

- Trend toward merging Information Services: ADP; OA; Telecommunications; Graphics; Printing & Publishing, etc.
- Agency-wide move to electrical vice paper info flow
- Competition from ADP knowledgeable users with authority & resources to undertake independent & potentially conflicting ADP initiatives
- Establishment of ADP staffs throughout Agency, staffed by ODP careerists
- Rapidly growing & changing user requirements & operational environment
- Increased ADP sophistication of users leads them to demand more from ODP.

RESTRAINING FORCES

Workload

- Applications becoming a DDA workshop
- Frustrations caused by increasing Applications backlog
- Increased workload inhibits scheduling employees for training & development. The best people can't be spared.
- Imbalance in workloads & apparent level of dedication generates internal tensions. ("Applications goes home at 4:30, but Processing puts in 60-hour weeks.")

DRIVING FORCES

Office Policy/Procedures

- Flexibility/freedom to experiment with new ideas without extensive or detailed requirements or approval procedures
- History of rewarding high achievers for accomplishment formally (promotion, etc.) & informally
- Liberal/Realistic training & development policy keeps employees current with new ideas/technology through training, conferences, & vendor visits/briefings.
- Rotational Program disperses ADP expertise & returns improved perceptions of customer requirements/environment.

RESTRAINING FORCES

Organizational Tensions

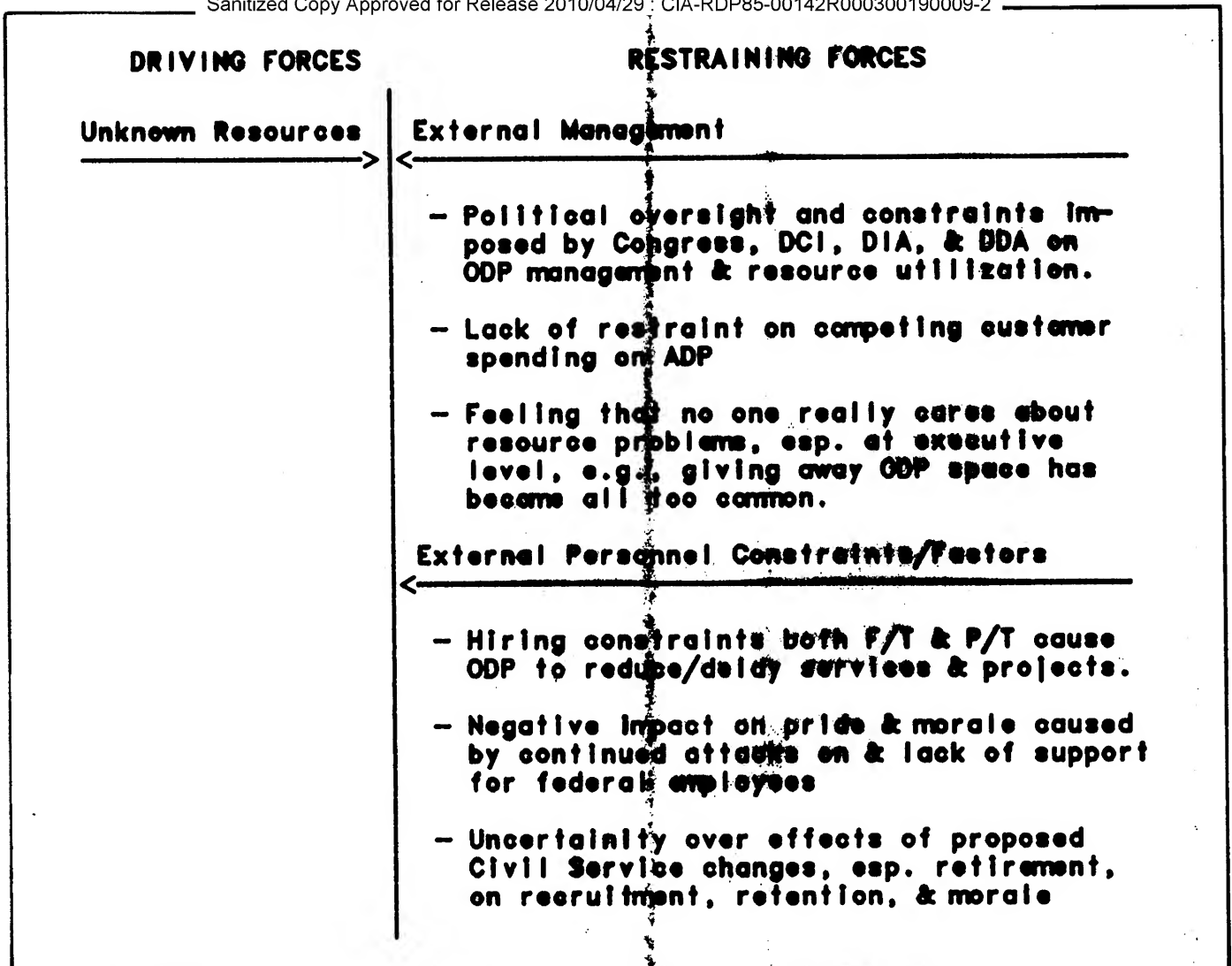
- Lack of Office solidarity & cooperation (e.g., Applications sometimes feels like "just another Processing user.")
- Lack of trust among some groups:
Applications vs. Processing
Processing vs. SAFE
SAFE vs. Everyone
Engineering vs. SPD
(Strong competing personalities in leadership roles perpetuate rather than solve these problems.)
- Class distinction within Office ("Prima Donnas" & "High Priests"), e.g., systems vs. applications, professionals vs. techs, CAMS vs. All else, All else vs. SAFE

DRIVING FORCES**Unknown Strengths**
→**RESTRAINING FORCES****Growth of Organization**
←

- Increased size of organization has reduced flexibility & increased response time to satisfy requirements. (Inertia, bureaucracy, etc.)
- Increased bureaucracy around developing applications has decreased ODP response to requirements.
- Growing concern, esp. in large projects, for form over content in communications, i.e., CYA memos are becoming more common.

Poor Communications
←

- Reduced/discontinued channels of communications, esp. between Applications & Processing
- Lack of communication & coordination between Applications & Processing on major initiatives, e.g. Info Center
- Lack of forum to resolve conflict



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communication channels in the proper places
to permit the achievement of strategic goals?

Is the present organization sufficiently
flexible to cope with change?

Does the organization exert sufficient
influence?

Does the present structure serve to ensure
the continued growth of the office--the
continued existence of the office?

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if we aren't doing our currently advertised job, does the structure of the organization influence that failure?

Is the structure of the organization sufficiently open to encourage participation?

Are we developing managers or technicians?

Can we define our environment and be open to it with the present organization?
Is the decision-making process open and shared?

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The Project

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*In the beginning was the requirement and then the tasking.
And the requirement was without form and the tasking, it was void.
And darkness was on the faces of the engineers thereof.
And they spake unto their Branch Head, saying:
"It is a crock of shit and none may abide the odor."
Now the Branch Head spoke unto his Assistant Superintendent, saying:
"It is a crock of excrement and none may abide the odor thereof."
Now the Assistant Superintendent spoke unto his Superintendent saying:
"It is a container of excrement and it is very strong such that none may abide it."
And the Superintendent spoke unto his Office Chief, saying:
"It is a vessel of fertilizer and none may abide its strength."
And the Office Chief spoke unto the Assistant Director, saying:
"It containeth that which aids the growth of plants and is very strong."
And the Assistant Director spoke unto the Deputy Director, saying:
"It promotes growth and is very powerful!"
And the Deputy Director reported unto the Director:
"This powerful new engineering project will help promote the growth of the Bureau."
And the Director looked down upon the wondrous new project, smiled,
and saw that it was good ...*